

President Sofía’s Climate Justice Working Group Draft Commitments

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Background

In February of 2024, the Rev. Dr. Sofía Betancourt convened the President’s UU Climate Justice Work Group to write the next chapter in our shared work on climate justice. The group was established to identify where our faith calls us to lead, beyond narrowly defined “net zero” goals towards equitable decarbonization, community resilience, and a just transition from fossil fuels to a clean energy future. Our approach was rooted in coalition and connection, using participatory decision-making and systems thinking grounded in UU values. We adopted a Shared Goals Statement and recommendations to collaboratively advance a comprehensive climate justice strategy.

The original Work Group included:

- Pres. Sofía Betancourt
- Rachel Myslivy, UUA Climate Justice Strategist and Co-Convener
- Rev. Amanda Weatherspoon
- Antoinette Scully
- Dr. Dan McKanan
- David Stewart
- Rev. Kelly Dignan
- Meleah Houseknecht
- Pamela Sparr
- Rev. Peggy Clarke
- Dr. Rashid Shaikh
- Zoë Johnston
- with support from Carey McDonald, UUA Executive Vice President, and Mathew Jensen, Senior Investment Officer

The President’s Climate Justice Work Group (PCJWG) workgroup met monthly with a few exceptions. The meetings were facilitated by Rev. Dr. Sofía Betancourt, UUA President, and Rachel Myslivy, UUA Climate Justice Strategist, using participatory decision making and systems thinking approaches grounded in UU values. The Work Group convened with the goal of bringing together representatives from climate justice-related UU organizations to work with the UUA toward carbon reduction commitments, climate justice targets, and big picture principles that could be contained in a GA business resolution. As President Sofía explained in the original call for participants, “We seek to identify where our faith calls us to lead, beyond narrow “net zero” definitions towards fully equitable decarbonization and a just transition from fossil fuels to a clean energy future.”

Through a variety of exercises and conversations, the UU Climate Justice Work Group adopted group agreements, Shared Goals, and Recommended actions to move the group mission forward. Additional context for these recommendations came from the “[Input on What’s Possible](#)” document created by UUA staff as well as documents shared by group members throughout the course of the convenings.

Shared Goals

Compiled from the [PCJWG Goals Map](#)

Our faith calls us to a radical, beloved community and a commitment to a new abolitionism that rejects the extractive systems of harm that drive climate disruption and systemic oppressions.

Through cooperative societal models of resilient, vibrant, and culturally robust communities, we will advocate with and empower those most harmed by these extractive systems to advance true environmental justice with restoration, authorization, and repair for communities most harmed by environmental devastation.

We will collaborate to realize a world with healthy, thriving, and flourishing communities through investments that advance just economic solutions, increase equitable access to clean, renewable energy sources, and reallocate resources to cultivate communities of care.

In our faith and in our actions, we will join together at all levels to realize a zero emissions faith by 2050 through formal commitments, shared leadership, pooled resources, and multiple pathways that equitably decarbonize our world and lead to collective liberation.

Recommendations Overview

To move Unitarian Universalism towards becoming a zero-emissions faith that prioritizes climate justice, we need comprehensive, systemic change. As such, the Recommendations below are grouped into three main categories: Culture, Finance, and Resources. The Culture section covers congregational supports, faith formation, theological grounding, and political education. Finance includes financial recommendations for the UUA, the UU Common Endowment Fund, and congregations. Resources covers the needs required to realize such comprehensive change.

Although framed as recommendations to the UUA, this is the work of our faith broadly. The President's Climate Justice Work Group recommends that the UUA provide the supports for congregations, affiliated organizations, and Unitarian Universalism as a whole to turn these recommendations into tangible plans and actions. Our faith movement is an open system—far from an enclosed entity, Unitarian Universalism has no fixed walls and our theology and values call us to include, not exclude, when it comes to defining our people. Because our congregations and communities are not separate from the economies and networks of mutual care in which they are embedded, ending extractive systems of harm can only happen as a part of our world. Tangible actions and meaningful change will need to be defined in ways that recognize our wider interdependence, both within our congregations and beyond them.

While the recommendations focus on the impacts of climate injustice, Unitarian Universalists must equally address the root causes. Climate change has the same roots as the systems of oppression and injustice that we fight so hard against. With the same roots and intersecting harms, climate justice is racial justice, gender justice, disability justice, mental health justice, immigration justice, LGBTQIA+ justice, Earth Justice, and more. We encourage deep consideration and broad conversations on ways UU values call us to respond to Capitalism, cultures of extraction, and systems of harm as they relate to climate justice. Even as the root causes are inextricably linked, so too must be our solutions. The modern abolition¹ and intersectional justice movements can similarly resource our climate justice actions to advance collective liberation.

The recommendations will require strong commitments, resources, collaboration, and strategic actions. Maintaining the PCJWG with rotating leadership will be instrumental to achieving the goals and actions described in this document. Similarly, intentional collaboration within the UUA and with UU organizations working on climate justice is equally important.

Culture

Recognizing both the longstanding leadership of UUs in environmental movements and the changing realities of climate disruption, the President's Climate Justice Work Group recommends that the UUA focus efforts on catalyzing and supporting a culture shift from historical environmentalism to intersectional climate justice. This culture shift requires systemic change and strategic actions for theological grounding and faith development, congregational supports, and financial interventions, as well as comprehensive communications to ensure that all UUs are aware of the related goals, resources, and opportunities. It will require deepening connections across our congregational life and justice work, and recognizing the perspectives and leadership of many who do not primarily identify as "climate" or "environmental" activists. The financial components of this culture shift are detailed in Resources below. Recommendations for congregational supports, faith formation, theological grounding, and political education align with the UUA's Four Essentials for Climate Justice: Congregational Transformation, Community Resilience, Justice, and Mitigation.

Congregational Transformation

Working together to improve the ways we organize and collaborate

Create opportunities to build radical, beloved communityⁱⁱ.

- Engage in a comprehensive call for renewal of climate commitments to focus on climate justice using the revitalized Green Sanctuary 2030 process.
- Continue to create and support opportunities for shared learning and mutual supports among UUs doing the work of climate justice. Lift this work up out from climate teams into the work of the congregations as a whole.
- Continue supporting the UU Climate Justice Coalitionⁱⁱⁱ.

Spark faith formation and comprehensive, spiritually grounded, justice-centered climate actions around climate as an intersectional justice issue.

- Expand UU theological grounding, values, and faith formation to support climate justice actions creating and publishing theological resources to be used in congregations.
- Create religious education materials and worship resources to deepen understanding of and commitments to climate justice, in collaboration with the UUA Ministry and Faith Development and Lifespan Faith Engagement.
- Connect with and support congregations to engage in the denominational culture shift.

Community Resilience

Cultivating communities of care to prepare for and respond to climate disruption

Cultivate resilience across many areas, including physical resilience of our buildings, political resilience, and relational resilience.

- Encourage and support UU congregations to become hubs of community resilience to offer emergency shelters, heating/cooling centers, microgrids, disaster response teams, connections to local emergency preparedness, etc.
- Continuously update and improve upon existing disaster preparedness and response resources, like the Climate Disaster Preparedness toolkit.

Provide UUs with alternative organizing models and institutional structures to build towards cooperative societal models of resilient, vibrant, and culturally robust communities.

- Cultivate communities of care for UUs engaging in climate justice. Provide support for UUs engaging in frontline mobilizations (e.g. movement chaplaincy) in collaboration with UU departments and partners.
- Provide pastoral care resources and support for conflict resolution, climate anger, anxiety, and grief.

Cultivate hope, joy, relationships, and spiritual grounding to advance climate justice.

- Building on the energy of the UU Climate Justice Revival, support congregations to continuously return to hope, joy, and the belief that another future is possible. Just as we want congregations to become hubs of community resilience, our congregations can become hubs of spiritual grounding for climate grief and community care with love at the center.

Justice

Partnering with those most harmed by climate change to build thriving communities.

Commit to a new abolitionism that rejects the extractive systems of harm that drive climate disruption and systemic oppressions.

- Build capacity for intersectional frameworks and organizing skills to support congregations to work together, break down social justice silos within our congregations.
- Provide training and resources for congregations to model “solidarity, not charity”, follow the leadership of those most harmed by climate injustice, and support the priorities of those most at risk of climate disruption.

Raise awareness of climate change at the intersections of existing justice concerns to realize a world with healthy and flourishing communities.

- Create political education and spiritually grounded frameworks exploring climate at the intersections in practical and actionable ways that support congregational climate justice initiatives.
- Integrate climate impacted communities into yearly GA programming.

Support UUs to pursue opportunities to realize a world with healthy, thriving, and flourishing communities by following frontline leadership, engaging in ongoing campaigns, and collaborating with community members as a faith practice.

- Work with the Climate Justice Coalition on a collective, unified campaign related to human rights and climate justice.
- Support State and regional collaboration on climate justice issues.
- Amplify Indigenous organizing, climate justice priorities, and investment strategies that do not violate human rights or environmental justice principles.

Mitigation

Reducing emissions from energy usage, transportation, waste, & consumption

Support UU Congregations to reach Real Zero^{iv} by the year 2050 through reductions in building energy usage, transportation, advocacy, community partnerships, & investments.

- Create subcommittees within the CJ Work Group to identify systemic barriers for the UUA and congregations.
- Establish benchmarks to achieve Real Zero by 2050 (e.g., 50% emissions reduction by 2030, near zero emissions by 2035, Real Zero by 2050).
- Partner with congregations and UU climate justice organizations to meet benchmarks and respond to barriers and opportunities (including advocating for local, state, and federal policy) to becoming a zero emissions faith by 2050.
- Provide discounted building loans for UU congregational climate justice projects.

Support UUs to align their finances with their values.

- Provide resources and supports to congregations on investment strategies.
- Offer educational opportunities for congregations and individuals to advance climate justice through their finances: banking, credit cards, insurance and investing, as illustrated in the Finance section.

Finance

The President's Climate Justice Work Group recommends establishing clear goals for Greenhouse Gas (GHG) Commitments and Climate Justice Commitments to guide investment practices and strategies for the UUA (inclusive of the UU Common Endowment Fund and UUA Retirement Fund) and as an exemplar, reference, and resource for UU congregations and other UU organizations. Implementation strategies to support these commitments include:

- Divestment
- Investment
- Engagement
- Ongoing Collaborations and Research
- Reporting and Transparency

Even as the UUA shifts investment strategies to advance climate justice, congregations should equally be supported to do the same. The Recommendations below include ways to bring our congregations along in these commitments and practices through education and congregational support. As described in the Culture section above, congregational engagement should be designed and implemented as a collaborative effort among relevant UUA departments.

Greenhouse Gas (GHG) Commitments

Eliminate greenhouse gas emissions from UUA investments and assist UU congregations in doing the same.

UU Congregations: Develop a program to encourage, incentivize, provide financing, and support for congregations to implement emissions reductions in line with achieving a Zero Emissions Faith.^v

UUA Common Endowment Fund: Contribute to achieving the Zero Emission Faith commitment by meeting net zero GHG emissions by 2045, with a 50% reduction by 2030. This will be ahead of existing commitments made as a signatory of Climate Action 100+.^{vi} As part, the CEF has not and will not use "carbon offsets"^{vii} at the Fund level to meet these goals.^{viii}

- Develop and offer a low-cost passive^{ix} "fossil fuel free" version of the Common Endowment Fund to ensure all UU congregations can achieve the GHG Commitment with their endowment assets.^x

UUA Retirement Plan: Provide plan participants with investment options also aligned to the UUA GHG Commitment, along with educational materials on investing conscious of long-term climate risks.

Climate Justice Commitments

Increase commitments to community investments and activities that address the harms and inequalities done by GHG emissions; provide resources, training and options for congregations to do the same.

UU Congregations: Develop and/or partner to offer education to congregations on aligning money to values, include banking, insurance, credit cards and investments

UUA Common Endowment Fund: Under the UUA Board and appointed Investment Committee, evaluate the financial feasibility of expanding the recently achieved 5% community investment allocation even further, with a study and recommendation completed by June 2026.^{xi} In addition,

- Establish a fund for congregations to invest separately in a dedicated stand-alone portfolio of the CEF Community Investments
- Establish annual reporting for CEF that assess the impact of current community investments beginning in 2027.^{xii}

Implementation

Divestment

The UUA should steadily expand its definition of GHG divestment, with the ultimate goal of divesting from all GHG emitting companies by 2045^{xiii}, and provide encouragement, education, and options for congregations to do the same.

UUA Common Endowment Fund:

- Expanded Fossil Fuel Screens: Create and implement an expanded divestment plan beyond the current Carbon Underground 200 exclusion (potentially excluding refiners, distributors, oilfield services, etc.) by the end of 2026.
- Expanded Application: Fully address the portion of the Fund not under direct control by the UUA (invested in shared or “commingled” funds) to ensure all Fund holdings are compliant with guidelines, including the existing and expanded divestment mandate. This work should be completed by the 2030 interim GHG target.^{xiv} Produce updates to the UUA Board, CEF Investment

Committee and CEF congregational investors on values alignment, especially for climate justice or related proxies.

- Additional Screens developed by the 2030 interim GHG target:
- Develop criteria for determining ownership and divestment from utility companies, and shareholder engagement criteria based on evaluating utility companies' fuel mixes, transition plans, and any extant advocacy campaigns.
- Develop criteria, metrics and standards to establish divestment and company advocacy guidelines related to the finance and insurance sector's involvement in fossil fuel exploration and development.
- Develop criteria, metrics, and standards for evaluating company use of carbon offsets and carbon sinks, setting standards for acceptable use and applications, if any, and where company advocacy can be employed to change company use of these methods, and further determine where a divestment / restriction policy should be employed. Similarly set standards and restrictions for investment manager use of carbon offsets at the portfolio level.^{xv}

Investment

The UUA should continue to invest in funds, companies, and projects addressing the climate transition and climate justice, and provide additional "impact reporting" on these activities.

UU Congregations: Establish dedicated access to the UUCEF private "impact"^{xvi} fund for interested UU congregations and related organizational investors to invest alongside the CEF in positive climate justice investments.

UUA Common Endowment Fund:

- Develop and deploy additional screens and investment guidelines for "transition ready"/"Paris Aligned" companies by 2028^{xvii}
- Develop and produce an annual impact report consistent with those produced by other faith and values-based investors, that presents metrics, narratives and outcomes resulting from the overall portfolio and specifically these "positive investments" by 2028.

Engagement

The UUA should increase its engagement activities with companies, governments, industry groups and other organizations to reduce GHG emissions and address climate justice concerns.

UUA Common Endowment Fund:

- Develop and implement a shareholder advocacy plan related to utility sector investments, informed by consulting the Interfaith Center on Corporate Responsibility ([ICCR](#)) and other partners.^{xviii}
- Develop and implement advocacy plans related to the finance and insurance sector's involvement in advancing new fossil fuel exploration and development projects.
- Build and coordinate climate justice finance advocacy collaborations with other related UUA groups.

Collaborations and Research

The UUA should commit to periodic transparent reporting on all activities and actions related to the commitments above and will commit to ongoing collaborative research related to important issues related to GHG and developments in implementation methods.

- Commit resources to ongoing research and collaborations ensuring that investment-related methods and tools not mentioned herein will be identified, assessed and - as merited - brought to bear in advancing Climate Justice.^{xix}
- Address emerging specific topics related to energy transition:
 - Develop an initial set of investment guidelines for investing in rare and precious metals and minerals extraction, given concerns about human rights issues, environmental damage, and the critical roles they play in the shift to a just economy. Adopt a process for regular review and revision of these guidelines by June 2026.
 - Assess the ethics and wisdom of investing in nuclear energy in light of past UUA resolutions^{xx}, and current research and positions^{xxi}, and research and produce a recommendation to the Board of Trustees no later than January 2026.
- Establish an ongoing, cross-UU committee as part of the Working Group, inclusive of members from UU climate and justice organizations, the CEF, Investment Office and Investment Committees, and other relevant UU participants, to enhance climate justice advocacy collaboration, and investment and program effectiveness related to climate justice, and to

source, prioritize, and address other topics as they arise from within the UUA and UU congregations.^{xxii}

- Support faith formation and action on climate justice by contributing to UUA publications, symposiums and programming.^{xxiii}

Resources

The commitments recommended here are comprehensive and far-reaching, affecting both the UUA's internal operations and congregational engagements. The corresponding actions will grow and expand over time which will require increased financial resources and staff support both for internal, UUA-specific actions and supporting congregations to achieve similar results.

The recommendations will require ongoing collaboration, research, focused attention, and strategic actions. Maintaining the PCJWG with rotating leadership will be instrumental to achieving the goals and actions described in this document. The PCJWG encourages the UUA to continue resourcing and supporting the Work Group while providing the flexibility to create ongoing advisory groups or committees to support the implementation of these recommendations. Intentional collaboration with UUA departments will be instrumental to realizing the impacts of the recommendations. Collaboration with other UU organizations working on climate justice is equally important. We encourage the UUA to continue supporting the UU Climate Justice Coalition.

To adequately staff and fund the recommendations, the Work Group encourages the UUA to launch a major fundraising campaign to support and sustain climate justice ministries for the next 25 years to meet our 2050 timelines. In addition to providing consistent staffing, funds should also be generated to incentivize churches to become hubs of climate resilience, provide funding for congregational energy assessments in states where these are not offered for free, create content to support the denominational shift towards climate justice, and support the recommendations overall.

Endnotes

ⁱ The modern abolitionist movement reimagines a future not just without police and prisons but with the social supports like housing, healthcare, and education that would render carceral institutions obsolete. If the abolitionist movement reimagines a world where punishment is not central, the climate justice movement reimagines a world where cultures of extraction, like fossil fuels, are not the basis of our economy and society. To learn more, watch, “Abolitionist Visions of Climate Justice,” a Side With Love webinar featuring Rev. Dr. Sofia Betancourt, Dr. Rashid Shaikh, and Antoinette Scully.

ⁱⁱ Dr. Martin Luther King’s “Beloved Community is a global vision, in which all people can share in the wealth of the earth.” It is also a way of being and organizing. Unitarian Universalists often draw on King’s concept as a way of talking about the world we dream of living in. [Read text here](#) or [use this visual slideshow](#)

ⁱⁱⁱ The UU Climate Justice Coalition consists of UU organizations coordinating and collaborating to enact climate justice. Grounded in a faithful call as a community of practice, we share resources, build skills, and organize actions that advance a future with climate justice, collective liberation, and a world where all life flourishes. Current participating organizations include: Coalition of UU State Action Networks, UU Animal Ministry, UU College of Social Justice, UU Women’s Federation, UUA International Office, UUA Side with Love, UUs for a Just Economic Community, UU Ministry for Earth, UU Service Committee, UUs for Social Justice.

^{iv} Presented as an alternative to Net Zero, Real Zero is guided by principles of the Just Transition framework. For a comprehensive analysis of concerns around the efficacy of Net Zero Strategies and Real Zero as an alternative that presents practices and pathways forward for a healthy and equitable approach to the climate crisis, read “The Need for Real Zero Not Net Zero: Shifting from False Solutions to Real Solutions and a Just Transition,” published by the Women’s Earth & Climate Action Network, International

https://www.wecaninternational.org/_files/ugd/d99d2e_677098353d4842f5b94d8ac76e3ed80d.pdf

^v For UU congregations to convert facilities entirely to renewable energy sources, this could include the CEF investing with vetted partner organizations (e.g. UCC’s Cornerstone Fund) through notes or other debt which can provide programmatic financing and services. Complete implementation of this offering to congregations is targeted by 2027. Recommend that Lifespan Faith Development, Congregational Life or Organizing Strategy Team (or both) collaborate with IC or UUA Finance to bring forth curriculum for UU Congregations and congregants

^{vi} As soon as funding is made available, targeting 3rd or 4th quarter, 2025, the Common Endowment Fund will employ and apply a GHG measurement service to begin to regularly monitor and report the GHG footprints vis a vis the Commitment of its publicly-traded holdings and make this data publicly available, ideally on at least an annual basis.

^{vii} <https://climate.mit.edu/explainers/carbon-offsets>

^{viii} Currently the UUA cannot control for commingled funds or underlying invested companies that use carbon offsets / sinks. Later in the document are proposals for developing screens and exclusions around carbon offsets /sinks to apply to investment managers and companies in the CEF.

^{ix} For a definition of passive investing see: [Passive Investing: Definition, Pros and Cons, vs. Active Investing](#)

^x Pending approving and funding the establishment of a fossil-fuel free UU values domestic equity index fund by the UUA Investment Office (IO) to be launched by GA 2027. FFF-CEF UU Russell 1000 fund will be the exact same domestic equity synthetic index product as contained in the UUCEF Flagship fund (currently managed by XPonance) to facilitate synergy and ease of management. As a passive fund, the FFF-CEF will not have exposure to private investment or community investments. Therefore, it is envisioned that the following will also be explored:

- Establishing a co-investment vehicle for separate access to UUCEF private equity investments for interested UU congregations and related organizational investors. (Note: private investments would require a UU congregation or UU organization to make a prior financial commitment in advance and be ready to send the money upon a “capital call”). Private equity investments are

one portion of the portfolio that the UUCEF invests in thematic climate technology (for instance, Generations).

- Consider establishing a co-investment vehicle for separate access to UUCEF Community Investments for interested UU congregations and related organizational investors.

^{xi} Establish the effect on the changes to overall the risk/return profile of the UUA Common Endowment Fund if additional concessionary (i.e., sub-market rates of return) rates were added to the mix, or propose a set of CI investments with a return profile that could align with the risk/return profile of the UUCEF as set forth in the UUCEF Investment Policy Statement.

^{xii} Further, propose language to the Statement of Values section of the Investment Policy Statement on climate justice as one of foundational goals so as to further theologically and ethically ground existing and proposed climate justice efforts.

^{xiii} Many corporations' GHG emissions are related to Scope 2 and Scope 3 emissions not their direct (Scope 1) emissions. However, Scope 1 and Scope 2 today are the easiest to measure, Scope 3 is more complex and current measurement methods have gaps, estimates and inaccuracies, and not all companies currently calculate and report on Scope 3 emissions. Part of this commitment is an assumption that methods and disclosures will improve over time, and that the CEF can only report on and measure what is available.

^{xiv} GHG emitting companies are defined as [only Scope 1 and 2](#) where there are currently widely accepted measures and reporting. Presently [there are significant challenges with scope 3 emissions](#) reporting that should be monitored for potential future inclusion in the GHG emitting definition. Continue existing one-way ratcheting effort to maintain or reduce values misalignment of the 25% of the UUCEF that is currently reviewed on a semi-annual basis for managers' values alignment. Implement goal of reducing the number of managers without values alignment over time, both by placing comingled accounts into separately held accounts where possible and in identifying qualified managers that have aligned values when a separate account is not possible.

^{xv} While carbon offsets are not used by the CEF at the Fund level, there is not current restriction on their use by the investment managers employed by the CEF, nor in the companies that are ultimately held in the portfolio. This section recommends working collaboratively within the UUA to establish any standards and restrictions at both the investment manager and company levels.

^{xvi} While the UUA, in the CEF [Investment Policy](#) states that "All Investing is Impact Investing" this is a unique position in the industry, where typically private investment funds that have specific impact criteria and expected outcomes are termed impact funds or impact investments. Most would see a Fund offering of the CEF's private investments as itself an "Impact Fund".

^{xvii} These are companies committed to and actively transitioning from carbon-intensive operations to sustainable, low-carbon practices, including setting targets for reducing emissions across their entire supply chain and investing in renewable energy, where relevant.

^{xviii} Factors to be included will be the utility companies' fuel mix, and documented progress towards Paris Accord commitments. The working group also will identify, engage and monitor relevant financial (banking and insurance) corporations held by the CEF related to their financing of future fossil fuel projects and advise on investment and advocacy strategies and policies.

^{xix} Recognizing that advancing, measuring, and reporting on our investment portfolio's impact on key elements of a Just Transition are more nuanced and evolving, thus requiring more research and consultation.

^{xx} E.g. [Nuclear Power | General Resolution | Social Witness Statements | UUA.org](#)

^{xxi} ^{xvii} For example, the European Union's recent [Net-Zero Industry Act considers](#) "energy from nuclear processes" to be part of approved "strategic net zero technologies" for development.

^{xxii} Collaborations would focus on amplifying Indigenous organizing, climate justice priorities, and "green"/clean investment strategies that do not violate human rights or environmental justice principles. Consider setting a first priority for launching greater advocacy collaboration across our association related to utilities, banks and insurance companies.

^{xxiii} Publish book on Climate Justice Theology. Host interfaith climate justice symposium following the release of the CJ Theologies book. Raise awareness of climate justice with UUs. Integrate climate impacted communities into yearly GA programming. Report on Meeting the Moment - analysis of past few years on climate justice with donors and congregations. Continue to create religious educational materials to deepen understanding of and commitment to climate justice in partnership with Ministry and Faith Development and Lifespan Faith Engagement.